



Department Name: Police Department

Fiscal Year: 2015/16

Date Prepared/Updated: 3/13/15

Department Mission

Prevent crime and enhance public safety.

Vision Statement

We aspire to be a world class agency which protects our diverse community and serves as a model for character, innovation and service to meet the challenges of tomorrow.

Core Values: Honest, Professional, Accountable and Proud.

Department Description

The Miami Beach Police Department (MBPD) came into existence in 1915 when the City incorporated. Since this time, the Department has developed into a full service professional municipal police agency. In 2000, the MBPD became accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA is an international accrediting body that ensures police agencies are adhering to nationally recognized professional law enforcement standards. Less than 5 percent of police agencies nationally achieve this distinguished honor. In addition, the MBPD is accredited by the Commission for Florida Law Enforcement.

In 2009 CALEA awarded the Miami Beach Police Department the Flagship designation, renamed to Accreditation with Excellence, and enhanced the stringent award criteria and application process. The Miami Beach Police Department has maintained its status as a member of this elite group comprised, of fewer than 10 percent of all accredited agencies nationwide. On March 23, 2013, CALEA again approved the Miami Beach Police Department for re-accreditation with the prestigious recognition of Accreditation with Excellence.

To provide an effective public safety and law enforcement response to the community of approximately 90,000 residents and a daily population of over 200,000, the Department has been reorganized into the Office of the Chief, the Operations Division, the Investigations and Support Services Division, and the Chief of Staff's Office.

The Operations Division is divided into three patrol areas (South, Middle, and North), each directed by a captain and overseen by a major, who serves as the Division Commander. Each captain has dedicated personnel assigned to his area, as well as access to numerous specialty units, designed to maximum crime fighting. In addition, the Ocean Drive and Homeless Outreach Units were recently created to address specific problems and issues. The Investigations and Support Division is divided into two Sections, Criminal Investigations and Support Services. Each section is supervised by a captain and a major is assigned as Division Commander.

Based upon the FBI's Uniform Crime Reporting requirements, Miami Beach reported a 3.32 percent decrease in overall crime between years 2013 and 2014. The primary driver was a 13.79 percent decrease in burglaries. Additionally, violent crimes decreased by 2.83 percent in 2014, with a 7.42 percent decline in aggravated assaults. While these are positive declines, the City did experience a 28.05 percent increase in larceny.



Department Name: Police Department

Fiscal Year: 2015/16

Date Prepared/Updated: 3/13/15

Department Description: (continued)

A significant change in leadership occurred on June 9, 2014, when a new Chief of Police, Daniel Oates, was sworn in. Over the next few months, he recruited two additional veteran police executives to the MBPD's senior executive leadership team, Deputy Chief Laurretta Hill and Chief of Staff Wendy Rich-Goldschmidt. In addition, two new majors and two new captains were appointed to complete the new command structure. Accordingly, the new command staff has been conducting a comprehensive review of the entire organizational structure, policies, personnel and initiatives, with the goal of maximizing productivity and efficiency.



Department Name: Police Department

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Date Prepared/Updated: 3/13/15

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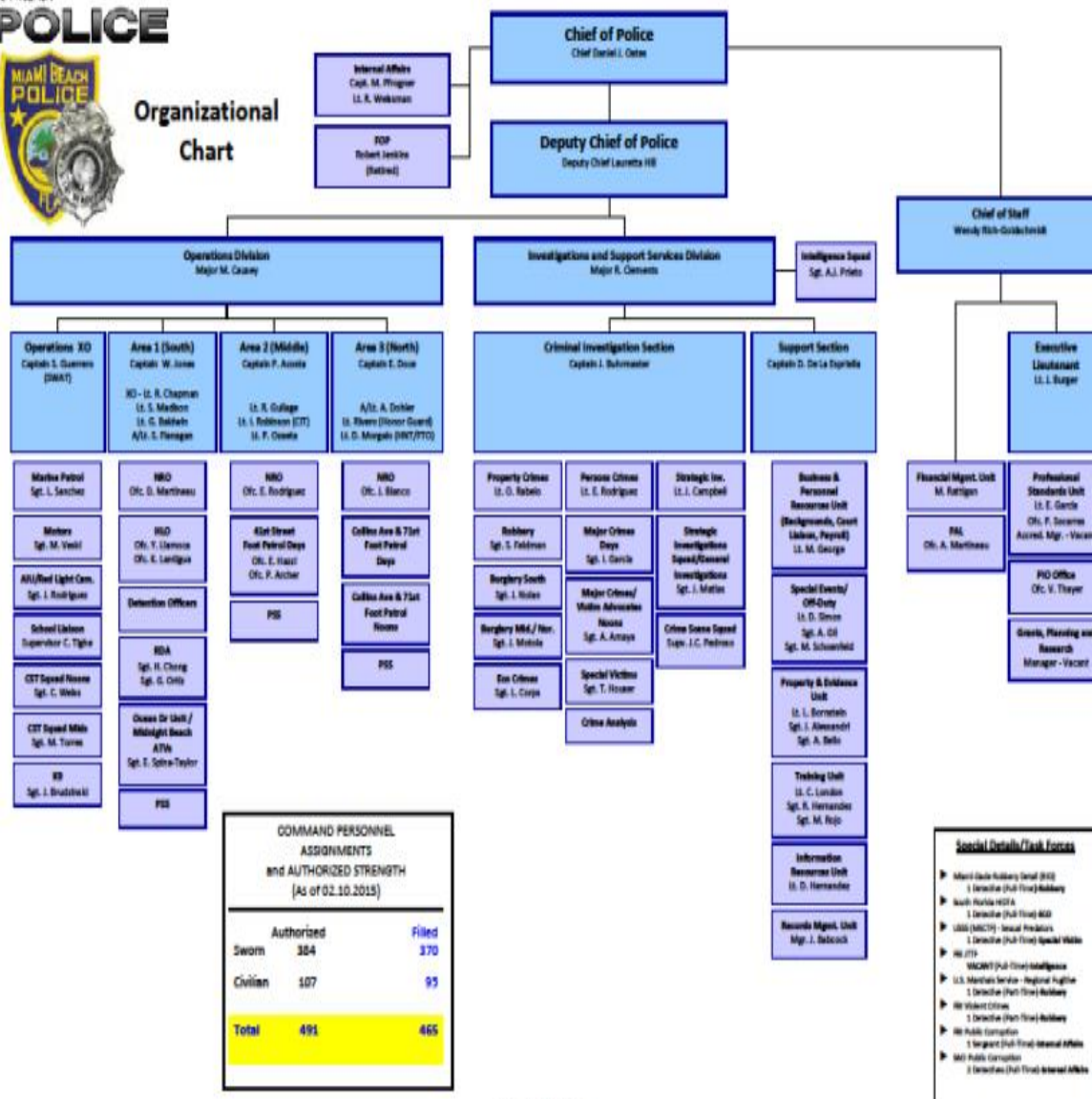
Department Name: Police Department

Fiscal Year: 2015/16

Date Prepared/Updated: 3/13/15



Organizational Chart



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Department Name: Police Department

Fiscal Year: 2015/16

Date Prepared/Updated: 3/13/15

Fiscal Environment

The Police Department is funded primarily by general fund dollars and represents a total of approximately one-third of the City's general fund budget. The vast majority of the police department's costs are directly attributed to employee salaries and fringe benefits.

Other funding sources include monies received from county, state and federal resources primarily in the form of grants or reimbursements for specific public safety initiatives and projects.

In addition to receiving general fund dollars, the department generates revenues for services rendered beyond the scope of basic public safety services including: off-duty administrative fees, false alarm fees, security alarm permit fees, records photocopying, traffic ticket surcharge, traffic fines, witness fees, cost recovery and restitution.

Business Environment

The 2014 community survey indicates that 67 percent of City of Miami Beach residents rate police services as excellent or good, down 17 percent from the 2009 survey. Since Chief Oates' arrival in the June of 2014, the department has renewed its commitment to community oriented policing with a special focus on cultivating one-on-one, police-community relations. This is illustrated by the close partnerships with homeowner associations, business organizations, religious institutions, and other community/advocacy groups.

To continue to provide high quality service, the department has expanded annual training for all sworn officers from 10 hours a year to 40 hours a year. New equipment purchases have focused on essential, protective tools and gear to ensure the safety of our employees.

A recent reorganization of the department provides a strategic structure and deployment of resources that comprehensively address the unique needs of the Miami Beach community. This includes proactive and specialized units (for example, Neighborhood Resources Officers, Homeless Outreach, and Crime Suppression Teams) that work on target-specific issues which ultimately impact quality of life issues city-wide. This reorganization has also streamlined the department leadership by eliminating one major and one captain position.

Ultimately, the department's short and long-term success will be achieved in the intentional collaboration with other city, state and regional partners. Locally, this includes the Fire Department, Homeless Outreach, Parking, Code Enforcement, Transportation, Information Technology, Communications, Emergency Management and others.

The Miami Beach Police Department also enjoys active partnerships with city, county, state and federal law enforcement agencies to maximize information sharing.



Department Name: Police Department

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Significant Prior Accomplishments

The Miami Beach Police Department is focused on building relationships both internally and externally in an effort to make the City of Miami Beach a safe place to live, work and visit. In an effort to reach these goals, the following initiatives were implemented during FY 2013/14 and will continue in the new fiscal year.

Operations Division

- Work in conjunction with the Criminal Investigations Unit to make 9,793 total arrests in 2014. Dedicated two officers to serve as liaisons and collaborate with the Homeless Outreach team in an effort to connect homeless individuals with programs and/or obtain assistance.
- Establish and maintain positive working relationships with the area Home Owners Associations (HOA) and continue the "Captain Walks" in areas to identify areas of concern and seek timely resolutions through strategic initiatives.
- Expansion of the walking beat patrols to include Washington Avenue, Lincoln Road, 41st and Collins Avenue.
- Midnight Beach Closure Initiative has proven successful. Barriers are placed at all access points unto the beach from midnight to 5:00 a.m. This detail includes high visibility patrols by a newly formed ATV unit. Permanent gates have been installed in select locations with the goal of adding additional gates for the remainder of the beach.
- The "Block the Box" traffic enforcement initiative continues. The Pedestrian/Crosswalk Stop Sign Program has been fully implemented.
- Deployment of mobile and fixed automatic license plate readers. The program is expected to expand over the next several years.
- Proactive DUI check points and DUI saturation efforts will continue throughout the calendar year in order to discourage driving under the influence.
- Implementation of proactive quality-of-life details in the RDA, Entertainment Districts, Mid-Beach and North Beach to address illegal vendors, disorderly intoxication, code violators and narcotic violators.
- Creation of a dedicated Ocean Drive Unit to target crime and quality of life issues.
- Partnership with other city departments during high impact weekends to maximum comprehensive enforcement efforts.
- Partnership with the City's Green Space Management to implement Crime Prevention Through Environmental Design (CPTED) strategies throughout the beach dunes to reduce crime and improve safety along the beach-walk corridor.

Investigation and Support Services Division: Criminal Investigations

- Investigated and cleared three of four homicides with arrests.
- The Robbery Squad arrested 85 suspects.
- The Property Crimes Squad arrested 160 suspects that were associated with 791 burglaries that occurred within the City of Miami Beach.



Department Name: Police Department

Fiscal Year: 2015/16

Date Prepared/Updated: 3/13/15

Investigation and Support Services Division: Criminal Investigations (continued)

- Ended the year with 64 arrests for various narcotics and vice crimes.
- The Crime Scene Squad collected 4,348 prints and identified 317 suspects through these fingerprints.
- In November 2014, the Strategic Investigations Squad was established and promptly finished the year with 64 arrests for various narcotics and vice crimes.
- The Economic Crimes Squad arrested 33 suspects who committed 110 fraudulent acts within the City of Miami Beach.

Investigation and Support Services Division: Support Services Division

- The Training Unit Increased in-service training from 10 to 40 hours annually, developed a 30-hour training course for new supervisors, conducted three Citizen Police Academy classes, two Advanced Citizen Police Academy Classes, eight Women's Self Defense Classes, and hosted two International Association Chiefs of Police (IACP) "Leadership in Police Organization" programs.
- The Property and Evidence Unit completed a full audit of the property room and implemented a new bar coding system for all evidence, thereby enhancing accountability.
- The Records Management Unit facilitated the implementation of the iTek citation and crash systems, upgraded the employee ID card system, and successfully moved the massive storage of older records to a new off-site facility.
- The Off-Duty Office tracked and managed 746 permanent and temporary off-duty jobs and 122 special events.
- The Court Liaison Office received and processed 51,053 subpoenas.
- Technical Information Resource Office procured and outfitted the City's first Police Mobile Command Vehicle, deployed over 30 temporary cameras throughout the Entertainment District for Memorial Day Weekend, deployed the Rapid Fingerprint Identification System, and began the process of acquiring, and implementing a city-wide WiFi system that will aid in technical operations.



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Critical Success Factors

- Pursue available grants to support decreased resources from the General Fund.
- Ensure methods are in place to effectively manage and contain overtime expenses.
- Ability to fill vacancies and increase staffing levels in sworn personnel to better address crime trends and the increasing number of major event weekends.
- Support from the Information Technology Department is needed to ensure the effective implementation of the NEW WORLD Computer Aided Dispatch System, Field Base Reporting, Records Management System, Case Management System and the Automated Tracking of Stored Property and Evidence, as well as to pursue new technologies that will provide additional efficiencies for management as well as officers in the field.
- The Police Department will need to work closely with the Information Technology Department, Property Management Division of Public Works Department, Fleet Management Division and Procurement to ensure that major projects and department needs are completed on time and within budget.

Future Outlook

With the mid-year arrival of a new senior leadership team, the Police Department is undergoing an organizational overhaul with a renewed emphasis on accountability, community relations and improving its public image.

The opportunities facing the Department at this critical time are many. The MBPD has fallen short in recent years in its recruitment of top quality candidates to fill existing vacancies, seeming to perpetually operate below its authorized staff. A new initiative involving the Department's recruitment and training units and the City's Human Resources Department is expected to address this need to fill vacancies by early in the new fiscal year.

The Department is deploying its first body cameras on police officers and should be finished with its pilot phase testing of this new technology by sometime early in the new fiscal year, thereby readying the organization for full deployment. In its field testing and problem solving with the new technology, the MBPD will be leading the way for other City departments to follow, including Code Enforcement, Buildings, Parking and Fire. The Police Department is also exploring the expansion of two other crime-fighting technologies, the deployment of surveillance cameras and fixed and mobile license-plate readers in areas where they will have most likely have an impact on reducing crime.

The Police Department also has an opportunity in the coming year to vastly improve its commitment to training both new and experienced officers, as well as executive staff and future leaders. The shift from 10 to 40 hours of minimum training for in-service police officers, combined with the renewed emphasis on both senior leadership and new recruit training will bode well for improving the culture, creativity and resourcefulness of the Department's employees and the entire organization.



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